

**Minutes of the Faculty Senate Meeting
August 26, 2015**

Meeting called to order at 2:03PM by President Dionne Rosser-Mims.

Members Present: Catherine Allard, Tonya Conner, Lane Eckis, Dianne Eppler, Trey Fitch, Vijaya Gompa, Margaret Gnoinska, William Heisler, Jeffrey Ickes, John Jinright, Kelly Johnson, Gina Mariano, Jason Orrock, Paige Paquette, Trellys Riley, Dionne R. Mims, Jeff Simpson, Michael Slobodchikoff, Michael Stewart, Jonathan Taylor, Zhiyong Wang.

Members Absent: Joel Campbell, Maureen Casile (resigned), Gary Manfready (notice), Kerri Outlaw (notice), Ronald Shehane,

Others present: Gordon Stone, Brett Johnson, Earl Ingram, Richard Nokes, and Sohail Agboatwalla.

I. President introduces guests

- a. Mr. Gordon Stone, Executive Director of the Higher Educations Partnership
- b. Dr. Earl Ingram, Senior Vice Chancellor for Academics

II. Mr. Gordon's presentation

Pleasure to speak here in front of all of you. I would also like to introduce Brett Johnson who will speak later about a new membership program.

There is currently a debate on how to address the shortfall in public higher education funding. We don't know the legislative count at the moment. We will know more once the legislature reconvenes. It is the first time since the mid-1980s that there is no resolution on the subject. It is also the closest that they have come to have no budget. There is a shortfall of revenues and the resources are limited. There have been changes in the tax law and there is not enough support for higher education. The problem is that lawmakers are not interested in increasing revenue. The 2 largest potential revenue streams are tied to the Education Trust fund (Sales Tax = 27% of ETF Revenue, Income Tax = 60% of ETF Revenue. Lawmakers can't get their hands on these currently, but there is debate on unifying the budgets. Higher Ed Partnership opposes this merger, but if it should happen, we'll lobby to keep \$ earmarked for education. There is interest to support higher education, but there is not enough activity. We want legislators to make sure that they give our education a trust fund. The challenge that we are facing at the moment is that we have legislators who don't want to hear the above. They want to shrink the government and increase taxes. We will continue to work with Congress on the issue, because we want to make sure that the dollars that go to education actually go to education. Perhaps there is a possibility to shift dollars to education.

Universities create \$ 20 billion of economic impact on communities. If we pull that money out, what would that mean? Education means higher incomes per capita and higher income level jobs. We need more resources. As Mr. Cook says about K-12, "We can't raise children in digital age and give them analog education!" We need to give these children tools to succeed.

The role of the university of public education has a huge economic impact across the State of Alabama. Thank you for what you do. By partnering with Higher Education, we can easily fund 100,000 plus students.

III. Presentation by Mr. Brett Johnson

Higher Education Partnership has a new membership benefits program. We are a leader in higher education. The newest feature is that you can have access on-line and you can download an app on your phone. There are discounts offered to businesses around you. It is only \$1.00 a month. You can join on-line. It will cost you \$12.00 a year. We have an open enrollment between September 1 and October 1. We are always available for

questions and suggestions on how to do a better job. **Mr. Stone:** And, we are more than happy to help and engage people in the issue. Thank you.

IV. Address by Dr. Earl Ingram

Well, like newspapers, education can also be fiscally sound. What has higher education done for Alabama? You can't be editorially free, if you are not fiscally sound.

Thank you for giving me this opportunity to stand before you and give you my personal perspective. This is my 29th year at Troy! I have never felt better about the university as a whole than before. We have the strongest population of students, but I am also concerned what we do as faculty. We have a greater reason to perform better. We have the highest number of first year, first time students that we have ever had. We have never had as many first year students on Millennium and Chancellor Scholarships! But, we also have the largest number of students who cannot write a sentence.

The silver lining on this and other campuses is, however, that we have never had the support system that we have now on campus. We take lots at risk students and we are persistent that they will reach graduation. This is not a special system, but a support system which makes a difference at home and in the community. So, things are great and we have a way to deal with the challenges we face. Thank you.

Troy is perhaps the most complex university in the United States due to OGU, and our overseas partnerships and contract programs. Others may be larger, but those are accredited in parts, not as one system. You all come from different perspectives, international perspectives, and so on. Yet, we aspire to achieve the highest levels.

As the Senior Vice Chancellor for Academic Affairs, my role is to advocate for the faculty and students who work with the faculty. It's all about students. I am responsible for the academic integrity of this institution. I advocate for faculty and students with the assistance of the senior leadership. We have four Senior Vice Chancellors: General Major Walter Givhan, Senior Vice Chancellor of Advancement and Economic Development, Dr. Jim Bookout of Finance and Business Affairs, and Dr. John Dew, Senior Vice Chancellor of Student Services and Administration. We cannot function as an institution unless we coordinate and advocate across colleges and departments. For example, in the Spring, the College of Arts and Sciences has a remarkable opportunity for office space in the MSCX Building. We have Student Appreciation Day, the SGA, and so on.

I have been here a long time, and in a bunch of roles. You can't perform your role on your own. You can't perform this role on your own. An individual has to be open to take council. I come from a military background: officer of the unit is responsible for that unit. What is the structure of that council? We have 15 standing committees that are appointed, elected, and mixed in their given membership. For example, how do we start a program? We have started programs, but we have also had to stop programs. Who triggers the start or stopping of the program? Students? Faculty? College Review process, departmental committees must be involved.

It is the Faculty who starts the process of change. The Undergraduate Academic Council (elected membership). For years I have sat on the Council. I witnessed year in and year out. We need to elect people whose attention to detail is critical in the governance process.

We have five major units: the Faculty Senate, Graduate and Undergraduate Academic Councils, College Review Committees, and University Review Committees. These five units ensure that I have five pieces that are right. For example, I am confident that what goes on in the College Review Committees is right. We don't make a more serious decision than a decision about tenure. The attention that is paid to this process is done with a lot of thought. This is how the university is managed. So, the structure is there to make it happen. All five act independently, so you get independent council.

Outside of the standing committees, faculty has other ways to make an impact. In 2015-2020, the Strategic Plan was approved by the Board of Trustees in July 2015 meeting. Many have been involved in the process, including senior vice chancellors, chairperson and co-chairpersons, team leaders, and rank and file faculty members.

We also have two task forces, which are different from the committees. We have the Enrollment Task Force concerned with recruiting. We have the Retention Task Force. There are faculty members who have been deeply involved in these task forces.

So, how are things going? As far as the numbers, the Fall headcount on this (Troy) campus is down 4-5% this time this week last year. We will wait until the end of October. In the past, the number could change a little, especially when you take into consideration military students, for example. We don't have as many military students on campus and on-line as we used to.

Overall, we have 16,500 students at Troy University. We have 7,500 students on the Troy campus. There is a 6.3% increase for returning students and 10% increase for new students. Our total enrollment is 18,000, and this is the total head count NOT the Full Time Equivalent (FTE) enrollment. The enrollment at the Phenix City campus is down by 3%, Dothan is down by 13%, Montgomery is down by 24%, and eTroy is down by 11%. As far as eTroy, we still have the benefit of counting Term 2 (T2) when it comes to enrollment. However, this will naturally not affect the enrollment number on this campus.

The good news is that the numbers are not as down as they were last year. And, the good news is that the credit hour production is up by 13%, and could go up even further in T2. We will really know the difference at the end of October. The FTE on the traditional campus was down by 900 last Spring.

We are tuition driven and fiscal soundness is very important in what we do. We have better equipment for science and we have had some modest increase in tuition. The full time faculty coverage is the same as last year, pushing 600. We need that level of full time faculty. This is about the right number. We need to have 50% coverage of full time faculty in all colleges to be accredited. With increased tuition and fiscal prudence we can meet that 50% full time faculty coverage to meet SACS accreditation. And, issues such as retention and graduation are key. No other institution in Alabama was able to increase salaries for faculty and staff. If we don't have enough tuition increase, let us increase salaries.

I promise you as I stand before you, we took out the cushion of reserves of \$5,000,000. Almost all of it has been taken out, and there is a little left. We'll also have to eliminate the "cushion" from \$\$ for unfilled faculty positions. We are going to reach in to our reserves of which we have less than 750,000. Essentially, we are breaking even by using some savings account to balance the budget. Breaking even stifles opportunity to invest in the future opportunities. Our reserves are useful for building new buildings or using bonds for building new buildings or buying new things. If we look for 1,000,000, we could reach to reserves that we will not be adding to reserves.

We are limiting future resources. There is more belt-tightening. How? All non-essential, non-critical travel. What does this mean? Only tenuring faculty will not have their travel curtailed. Regional conferences are preferred over national or international conferences. For example, a conference in Atlanta will be favored over a conference in Hawaii.

If you take Fall/Term 1 revenue tuition and put it to fiscal year now, and then to October for new year, we are starting a little bit ahead of our projected revenue for the fiscal financial quarter. If you have that \$1,000,000, that is nice, but it can be consumed. We have two prime scholarships at Troy University: tuition and full rides. That is great. \$3.4 million has been spent over what he had budgeted for really good students. We need to earn that somewhere else.

We have much diversity at Troy University. We have the largest number of students that we have ever had. We are now ESL accredited. We have had the largest number of international and ESL students. We have also increased our visibility.

Key things to emphasize this year:

1. Organizational communication will improve academic quality: the better the product, the better the outcomes.
2. FAR: Flexibility, accessibility, and relevancy

Flexibility and accessibility: these are especial key to working with non-traditional students.

As far as flexibility, we can offer, for example, weekend programs or/and weeknight programs. All of these we would, of course, deliver in a legitimate way. In order to get the optimum number of students to make a difference on non-readily accessible locations we can have weekend blending coverage. For example, we can offer classes that consist of instruction conducted 25% on-line and 75% on-campus. Of course, there are some programs that would not allow that kind of a combination. The key is to make education accessible and flexible on non-residential campuses. So, scheduling is important, and if we offer a program, we need to make sure that students are able to easily schedule their classes. Unpredictable scheduling is killing us. The competition is still. For example, there are ten other schools that offer B.A. in Montgomery. Students take out loans, so if they can't schedule classes in a timely manner they are paying even more.

Relevancy

We are stakeholders. Students are stakeholders. We have to satisfy expectations of our stakeholders. We have lost credit hour production in revenue. AACSB – we have to make it happen to get accreditation. We want to produce programs that get students jobs. Let's take nursing, for example. Troy has 100% passing rate for exams. Students know that “we can get you there.”

Relevancy part is the curriculum. We need to look carefully at the last two years of the major. It has got to get constant attention. We changed the General Studies curriculum. We have heard so much how easy it is to fit transfer students to our general studies. We are much less prescriptive now.

So, what is our emphasis?

- Internationalization: our native students come here because of internationalization. When we ask students during interviews: Why Troy? Why now? The answer we get is: your focus on internationalization (students' sites, etc.).
- We need to focus on academic program quality, recruitment, and retention – all up to you. I believe that they faculty are the driving force of the university. The faculty shows the way. Do you have the final word? No. You have influence. We are fortunate that we have Board of Trustees who are dedicated and work with us in a coordinated way.
- Faculty defines the pathway. We all need to reach out of our comfort zones. We know that people don't like to do things differently. We need to avoid inertia. We have the committees and councils.

Thank you for listening to me. Any questions?

Q: How do you see us (faculty) helping with retention?

A: Two things. 1. Time you spend advising a student. The Degree Map is very helpful here. 2. Creating an engaging (put your ego away) and interactive learning environment. We have gotten complacent as far as what we do on-line, for example. We have no richness in our tapestry. ETroy is looking for a Design Champion. We sell “a plain bath towel” and so does everyone else. Students are

impatient and easily go somewhere else. So, we need to think of ways to make our courses more creative.

Q: Some faculty have expressed that the new E-Troy template is stifling and not creative.

A: I didn't look at the template. If you want to put bells and whistles, that's OK. The template has to be addressed. The new template has given us more academic freedom. I have worked with eTroy. If you are not prescriptive, you get a lot of stuff. If you don't satisfy best practices, you are not satisfying SACS requirements.

I apologize for taking your time.

President Dionne Rosser-Mims: Faculty define the pathway for programmatic changes. Thank you, Dr. Ingram.

Reports Committees

V. Executive Committee – Dr. Rosser-Mims:

- a. Goals:
 - i. Strengthening shared governance
 - ii. Encouraging faculty to take steps to increase enrollment and retention
 - iii. Supporting paperless/digital efforts
 - iv. Strengthening communication with the administration

VI. Committee on Committees – Dr. Boyte-Eckis:

- a. Each faculty is required to serve on one committee: elections, faculty welfare, technology, academic affairs, elections, and technology.
- b. If you are a new senator who doesn't like his or her assignment, please let me know.
- c. We have a Group Page on Blackboard where you can get information on WebEx, you can provide feedback, etc.
- d. I look forward to working with all of you this coming year.

VII. Elections Committee – Dr. Gnoinska:

- a. No report, but I look forward to the new year and working with the members of the committee in making this year a successful one.

VIII. Academic Affairs Committee – Dr. Riley:

- a. The Academic Affairs Committee would like to announce the upcoming faculty training on the new student planning feature slated for September 9, 12:30 PM – 1:30 PM CST via webinar. We are excited about this webinar which will showcase this valuable tool to assist faculty with academic advisement, guidance and planning.

IX. Faculty Welfare Committee. – Dr. Vijaya Gompa:

- a. I look forward to working with all of you. You will hear about the tasks shortly.

X. Technology Committee – Dr. Wang:

- a. I look forward to working with the committee. We are now working on having Faculty Senate Website and on strengthening relations with the IT Department.

Other Reports:

XI. **Dothan Campus:** Dr. Manfredy – NO report

XII. **Global Campus – Dr. Fitch:**

- a. Global campus is merging with Alabama site.
- b. There is an increase in student enrollment on some sites.

XIII. **Montgomery Campus – Dr. Taylor:** No report

XIV. **Phenix City Campus – Dr. Paquette:**

- a. Twenty four students attended convocation

Approved 9/11/2015

- b. On July 10, we officially opened the new, beautiful building on the riverfront which is now fully operational and where business meetings can be scheduled.
- c. New M.A. in Social Work is now offered in 5 years at the Phenix City campus
- d. We have a Student Success Center
- e. Lots of enrichment programs and outreach activities were offered over the summer, including children poetry.

XV. **Troy Campus** – Dr. Mariano: No report

XVI. **Old Business** – None

XVII. **New Business** - Committee Appointments

Dr. Dionne Rosser-Mims: At our next meeting – Dr. Dew will report on enrollment and “Right-sizing”.

Meeting Adjourned @ 3:30PM